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**Request to Tender for**

**STRATEGIC PLANNING PROCESS**

**Development of the**

**Sligo Sport and Recreation Partnership**

**Strategic Plan 2025-2029**

**(including review of current strategic period)**

**Development of the Sligo Sport and Recreation Partnership**

**Strategic Plan 2025-2029**

1. **Introduction**

The Board of Sligo Sport and Recreation Partnership (SSRP) wishes to engage a consultant to facilitate the development of SSRP’s 5th Strategic Plan for the period 2025-2029. The consultant will facilitate all aspects of the review of the previous Strategic Plan 2018-2023 and one-year extension to 2024 (the SSRP Strategic Period 2018-2024) and the preparation and development of a new comprehensive and concise strategic plan for 2025-2029 including the writing of same to final stage.

1. **Background**

**Background to the Local Sports Partnership Initiative**  
Sport Ireland (then Irish Sports Council) in its first strategy, A New Era for Sport 2000-2002, proposed the establishment of a nationwide network of Local Sports Partnerships (LSPs) that would promote participation in sport at a local level.

**Background to Sligo Sport and Recreation Partnership**  
Sligo Sport and Recreation Partnership (SSRP) was established in 2001, as one of the first eight pilot LSP initiatives, with the aim of increasing participation in sport and physical activity in Sligo. We are now part of a network of 29 LSPs in Ireland.

**Our Board of Directors and Staff**SSRP is a company limited by guarantee which is governed by a [Board of Directors](https://www.sligosportandrecreation.ie/about-us/governance/)

from local agencies and community organisations. The SSRP Board is responsible for the strategic direction of the organisation and for monitoring and reviewing the delivery of our Strategy.

The [SSRP Team](https://www.sligosportandrecreation.ie/about-us/our-team/) is employed to carry out the work of SSRP and to work with our many partners to support and develop opportunities to participate in sport and physical activity in Sligo.

1. **Context**

**The context in which we work**SSRP functions under the leadership and investment of Sport Ireland, and we collaborate to achieve their sports participation goals at local level. In addition, we are informed by the Sport Ireland Participation Plan, the National Physical Activity Plan for Ireland and the Healthy Ireland Framework. At local level, we are guided by the extended SSRP Strategic Plan 2018-2024 and the relevant plans and strategies of our local partners, including the Sligo County Council Local Economic & Community Plan.

In 2018, the Department of Transport, Tourism, and Sport launched the National Sports Policy 2018-2027. The Programme for Government has clearly defined ambitious objectives for sports participation, notably aiming to increase adult participation to 60% by 2027. To achieve this target, the policy emphasises the necessity of addressing participation disparities by targeting demographic groups that engage in sports significantly less than the overall average. Recognising the pivotal role played by Local Sports Partnerships in promoting sports participation, the National Sports Policy outlines their importance in facilitating the implementation of key actions. Out of the 57 actions outlined in the Policy, 26 are specifically tailored towards enhancing sports participation and are directly relevant to the overall objectives of Local Sports Partnerships.

*‘The LSP network plays a vital role and has been tasked, in particular, with increasing participation levels in sport and physical activity, especially among those sectors of society that are currently underrepresented in sport. Their capacity to remove barriers and ensure that opportunities for participation in sport are progressive, innovative and fully inclusive at a local level is a unique and valuable strength. National Sports Policy 2018-2027’*

**Other relevant plans in/for development**

Under the Government’s National Sports Policy 2018-2027, Local Authorities are positioned as key stakeholders in the context of public spaces for sport and physical activity as well as providing opportunities for participation initiatives. Under Action 8 of the National Sports Policy 2018 -2027, Sport Ireland has been given the directive to support Local Authorities in developing their Local Sports Plans. This action states:

*“We will establish, through Sport Ireland, an initiative to support Local Authorities in developing Local Sports Plans consistent with the overall vision and objectives of this National Sports Policy. The Local Plan will review needs and set out actions to increase participation locally. It will be developed and implemented in cooperation with Local Sports Partnership (LSPs), clubs, communities, and partners within and beyond sport.”*

In November 2024, Sport Ireland launched templates for use by each Local Authority to support their Local Sports Plan development ( [Local Sports Plan Templates](https://www.sportireland.ie/local-sport-plan-templates) ). Sligo County Council (SCC) will lead the process and will collaborate with SSRP and other local stakeholders.

The National Outdoor Recreation Strategy 2023-2027, Embracing Ireland’s Outdoors, seeks to achieve a more planned and co-ordinated approach between the many stakeholders, with the introduction of a County Outdoor Recreation Committee and the development of an Outdoor Recreation Plan at county level. SSRP is a key stakeholder in the process to develop Sligo’s Outdoor Recreation Plan which is currently at an advanced stage with an intended completion date of 30th May 2025.

**Sligo Sport and Recreation Partnership Strategic Period 2018-2023**   
The SSRP [Strategic Plan 2018-2023](https://www.sligosportandrecreation.ie/wp-content/uploads/2018/12/ssrp-strategy-2018-2023-proof-v5.pdf) was extended in 2023 by one year by the SSRP Board in order to align with the development of Sligo’s first Local Sport Plan by SCC.

SSRP’s current vision, mission and goals are as follows:

**Vision - ‘**Sport and Recreation: A Way of Life in Sligo’

**Mission** - Building a culture of sport and physical activity in Sligo through planning, leading and co-ordinating an integrated approach to sustained participation with sporting, community and statutory organisations.

**Goal 1: Increase Participation**

Co-ordinate and facilitate a diverse range of sport and physical activity for all members of the community

**Goal 2 –Build Capacity**

Assist the organisations and volunteers who provide sport and physical activity to develop and grow.

**Goal 3 – Enhance Communications**  
Promote awareness of the needs and opportunities for sport and physical activity through a shared vision and a collaborative approach.

**Goal 4 – Strengthen the Organisation**  
Facilitate high standards of planning, governance and transparency in SSRP.

**Setting the scene for the next strategy development**

During the strategic period 2018-2024 there has been:

* Significant change to the practice and policy landscape in which LSPs operate.
* Considerable expansion and transition within the staff (a growth in staff from 6 to 10 officers since the last strategic plan process), with SSRP responding to opportunities and adding to its existing portfolio of services and programmes.
* Challenges presented for the organisation by this expansion, particularly in relation to the funding model ie. multiple funders, multiple funded programmes, insufficient resources or mixed funding sources. This expansion, while positive overall, has impacted our focus, staffing levels and related demands and contractual responsibilities.

At this stage of the organisation’s development, SSRP needs an emerging strategy to focus inwardly on how we work at an organisational level in addition to outwardly at an operational level. This includes clarifying the role and direction of SSRP in the face of ongoing developments in the physical activity and sports landscape, locally and nationally.

In particular, there is a need to use the next five years to build a strong, sustainable organisation with solid foundations and with a particular emphasis on robust organisational systems, effective communications, programme consolidation and sufficient resourcing.

## Consultancy

SSRP wishes to commission a consultant(s) to lead and guide the development of SSRP’s five-year strategic plan. In particular, we are seeking a consultant(s) that can gather relevant information from a range of sources to inform the organisation’s decision-making around strategy development. The successful consultant(s) will be required to work in close collaboration with the CEO of SSRP and the SSRP Strategy Committee throughout the strategic planning process.

The strategic planning process will require consultation and facilitation of a series of one to one and focus group consultation meetings/workshops (online and in person as appropriate), online surveys etc, with key individuals and organisations with a stake in SSRP, including:

* SSRP management and staff
* SSRP Board and the agencies they represent, including Sligo County Council, Mayo Sligo Leitrim Education and Training Board, the Health Service Executive, Sligo Leader Partnership Company and the Atlantic Technological University Sligo,
* Sport Ireland and other key funders
* SSRP tutors and service providers, sports clubs, coaches, National Governing Bodies of Sport (NGBs)
* Schools, disability organisations, disadvantaged communities
* Community organisations and representatives of our target groups.

## Output

The core outputs of the consultancy will be:

1. A strategic review of the key learnings and recommendations from the strategic period 2018-2024 and a summary of the current situation, challenges and opportunities to inform the next strategic period.
2. A comprehensive, evidence-informed strategic plan for SSRP, covering the period 2025-2029.

The strategy will be developed initially in draft for presentation to the Board of SSRP before its finalisation. It will be important that SSRP’s strategic plan can demonstrate clear alignment with national policy priorities for Local Sports Partnerships.

1. **Time frame**

The expected timeframe for the process is approximately April to September 2025.

1. **Requirements**

Sligo Sport and Recreation Partnership is inviting each applicant to set out, in a proposal, a process by which the information needed to complete the review and the new strategy will be gathered. Each proposal should be realistic and achievable within the available timeframe and limited budget. The tasks to be undertaken and completed should be clearly set out, as well as the level of back up support needed from Sligo Sport and Recreation Partnership to complete the tasks within the timeframe. The following will be required:

* Knowledge, skills and experience in organisational strategic review and planning
* Knowledge, skills and experience in Sport and Physical Activity and a clear understanding of LSPs and their operating model(s).
* Knowledge, skills and experience of working with sporting or community organisations and an understanding of the development of organisational growth.
* Knowledge, skills and experience in research and community-based consultation.
* Experience in and commitment to working collaboratively, ensuring transparency and respect in all aspects of the work.

Interested applicants should submit the following for consideration:

* A tender document, outlining the consultant’s approach to and methodology for undertaking the consultancy.
* Timeframe for the completion of tasks.
* CV(s) of all personnel involved.
* Detailed Costings/Quotes for the work to be undertaken to include the number of days the work will involve, VAT and all associated costs.
* An outline of two previous pieces of work relevant to this tender with contact details supplied for referees.
* Applicants should include current tax clearance and submit evidence of relevant professional indemnity and insurance details.
* Identification of any conflicts of interest.

Potential consultants will be assessed both on their tender proposal and a follow up interview (if needed).

1. **Tender Acceptance:**

* SSRP is not bound to accept the lowest, or any quote and will award the contract to its best advantage.
* All unsuccessful candidates will be notified of the decision.
* Unless otherwise expressly agreed, there shall be no binding contract between the consultant selected and SSRP unless or until, a written contract is signed by both parties.

1. **SSRP Expressly Reserves the Right to:**

* Extend the time of lodgement of responses to the Request to Tender and/or to vary the timings and process for their Request to Tender.
* Vary any requirements of the services required for the Request to Tender.
* Following evaluation, accept or reject any or all responses to the Request to Tender.
* Seek and obtain clarification of any responses to the Request to Tender, including additional information.
* Request providers to review their responses, if necessary.
* Accept any proposal in part or in total.

1. **Tender Evaluation Process:**

* In order to allow SSRP to evaluate fully completed proposals, tender applicants are advised to ensure that their responses include ALL of the information required as detailed in 6 above.
* The applications will be checked for compliance with the requirements outlined in 6 above. SSRP reserves the right to shortlist at this point.
* Applications that comply will then be assessed. A follow up interview may be called if deemed necessary.
* Applications/Interviews will be assessed against the following:

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| --- | --- |
| **Criteria** | **Weighting** |
| Understanding of the brief | 20% |
| Relevant knowledge, expertise and experience | 30% |
| Content and quality of proposed methodology | 30% |
| Cost | 20% |
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1. **Start Date & Budget**

The maximum budget available is €10,000 inclusive of VAT and expenses. The expected commencement date is April 2025, and timeframe for completion of the work is six months approximately.

Payments will be made in three instalments as follows:

* 30% of budget upon signing of contract
* 30% at the mid-point of the consultancy as agreed with the strategy committee and
* 40% upon submission of final draft strategy as agreed with the strategy working group.

1. **Copyright and Confidentiality**

The consultant will be required to assign copyright of the plan to Sligo Sport and Recreation Partnership. Copyright for any illustrations or other material used should be cleared by the consultant. Sections of the report may be made available for public use by Sligo Sport and Recreation Partnership.

1. **Tenders should be submitted as follows:**

**BY EMAIL ONLY to:**

**deirdre@sligosportandrecreation.ie**

**by 12 noon on Friday 4th April 2025**.

For queries or further details contact:

Deirdre Lavin, Chief Executive Officer, Sligo Sport and Recreation Partnership [deirdre@sligosportandrecreation.ie](mailto:deirdre@sligosportandrecreation.ie) or 087 2286886